



From The Office of  
*Market Strategy*

# Experience The Shift

## Customer Experience Redefined

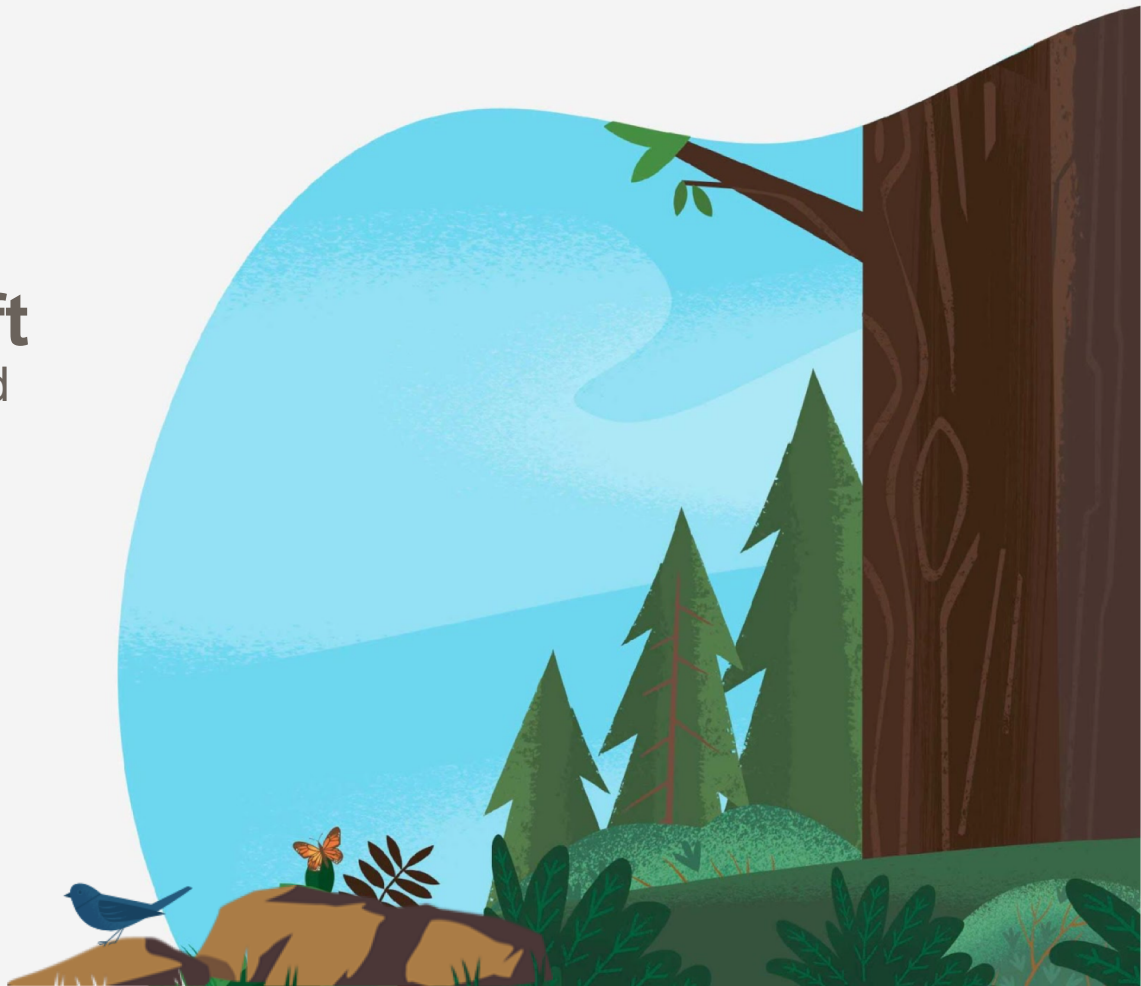
Interviews with Customer Experience (CX) Executives from leading organizations reveal what CX looks like in the new normal and beyond.

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# The New Ideas Shaping Customer Experience

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In early 2020, the world as we know it changed. The radical speed, scale, and effect of these events caused Customer Experience professionals to reimagine Customer Success in a new context. The future of Customer Experience is now.

- Executive Summary  
.....
- Who is your customer now?  
.....
- Outcomes are the new experience.  
.....
- The Clock Ticks Faster on Time to Value (TTV)  
.....
- From Pyramids to Circles: A New Organizational Structure Takes Shape  
.....
- Co-Creation becomes a Transcendent Business Skill





# The New Customer(s)

Experience Executives highlight the need to press pause on personas and ask a more fundamental question: *Who is our customer now?* Within that shift is a gift: the opportunity to go from broad based, dated personas to narrow, deep narratives that influence buying decisions and redefine value. Experience Executives are creating new frameworks for executive thought leadership, customer feedback, customer engagement, customer advocacy and customer success in service of extracting more revenue from existing customers. Insights must move at the speed of relevance.



"With budgets tightening, trust influences who wins the consolidation race. We are currently seeing business viability as a new trust lever."

CCO, Global Software Company

**Narrow and Deep** Companies migrate from broad persona portfolios to narrow, deep dives of today's decision makers and influencers. Deeper understanding leads to deeper executive-to-executive engagements and builds a foundation upon which to co-create everything from shared outcomes to thought leadership to new products.

**New Executive Personas** Tighter budgets mean more decision makers in every deal. Experience executive dive deep into the newest executive influencers: CRO's, CIO's, and CFO's.

**Centralize Access To Customer Insights** Moving at the speed of relevance means every member of the organization must be able to quickly and easily unlock customer insights. Centralizing distributed customer feedback and prescribing actions are an even higher priority in light of recent macroeconomic shifts.



A deep dive into these findings can be found beginning on slide 08





# Outcomes are The New Experience

While Customer Experience is still leveraged as the primary predictor of customer relationship health, outcomes now supersede experience as the key driver of customer loyalty. Progressive leaders look to outcomes as a catalyst to transform product portfolios, professional services, and points of engagement. Customers are willing to tolerate less than optimal experiences in key moments of truth if realized outcomes meet or exceed expectations. And the shift to outcomes drives adoption of new metrics, measures, and methods that create clearer alignment between employee effort and customer success.



"We see happy customers with great experiences leave all the time, while many unhappy ones stay. Experiences are nice to have, outcomes are a must have."

Customer Experience Analyst

**A New Definition of Customer Success** Customer success is now defined as Customer Success (CS) = (Customer Outcomes (CO) / Customer Experience (CX)) + Employee Experience (EX), where outcomes are weighted more heavily than experiences and employee experience is a critical factor in the Customer Success equation.

**Customer Centricity Opens Up New Business Models** Measuring outcomes represents a fundamental cultural shift from a product centric to a customer centric organization. Current state vs. outcome gap analysis becomes a tool to discover new paths to revenue, and new businesses models.

**Outcome Metrics Have a Maturity Curve** Progressing from measuring outcomes to measuring outcomes relative to maturity curve or stage is a next generation metric and a tool for prescriptive customer and company action.



A deep dive into these findings can be found beginning on slide 12





# The Clock Ticks Faster On Time To Value

Economic uncertainty compounds customers' urgency to reduce Time to Value (TTV). Accelerating TTV without compromising the customers' experience is top of mind for Experience Executives who are often on the receiving end of unrealistic expectations set during the pre-sales cycle yet who are tasked with providing support and retention on tight budgets. TTV has become a North Star metric for measuring customer outcomes.

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**TTV Replaces NPS as Key Experience Metric** The shift to outcomes as a more accurate, actionable measure of customer experience is leading many businesses to choose Time To Value as the preeminent customer experience metric.

**New Role Emerges: The Success Planner** Creating accountability for pre-sales promises to become post implementation value is becoming a full-time job. Leading organizations are investing in relationships managers to bridge the gap.

**A Better Employee Experience Shortens TTV** Designing Customer Experience and employee experience in parallel results in coordinated enablement plans that minimizes surprises, reveals blind spots, and results in faster TTV.

**Better Business Reviews** Quarterly customer health checks become more insightful, actionable and consistent with one page, outcome based snapshots rather than the extensive slide decks of the past.



**% decrease in  
Time To Value**

New methods are allowing companies to decrease their TTV by as much as 65%.



A deep dive into these findings can be found beginning on slide 16



# Pyramids to Circles

Moving at the speed of outcomes is reshaping the organizational structure. Experience Executives no longer rely on the traditional pyramid hierarchy to deliver. New, highly adaptive, cross functional teams are tasked with circling up around a single priority: deliver pre-defined outcomes. With these new organizational structures, however, comes the need to reskill: from ensuring a common agile language across all teams to creating experience brand standards, ensuring consistency across the customer journey is key.



"It is very hard to change a culture without being able to connect the workers to the outcomes they eventually are a part of."

CXO, Global Pharmaceutical Company

**Customer Centricity is a Journey** Aligning agile teams around customer centric outcomes clears the pathway to accelerate toward a customer centric culture that understands and delivers customer success consistently and at scale.

**Agile Success Requires A Common Language** Moving from centralized to decentralized customer success motions requires addressing Agile's fatal flaw: varied interpretation. Moving at the speed of relevance means revisiting and redefining what agile is and establishing a clear, common language.

**Brand Guidelines Provide Experience Guardrails** Brand experience guidelines ensure a consistent experience across the journey and correlate actions with perception gains.

**Experience Design & Human Centered Design Remain Relevant** Keeping employees and customers at the center of the design experience remains a priority even as organizational structures shift.



A deep dive into these findings can be found beginning on slide 20

# Co-Creation is now a Transcendent Business Skill.

Co-creation is the new stealth strategy to break down internal silos and invite an inclusive approach to designing customer outcomes. Organizational alignment results in organizational support to extend co-creation to customers, partners and entire ecosystems. Indeed, co-creators feel greater ownership of what they help to create. Experience Executives seeking to future proof their organizations are investing to equip their employees with co-creation skills and frameworks.



"Our traditional ways of co-creating with our customers (Customer Advisory Boards) are too slow. We've found unhappy customers to be a faster way to innovate at the speed of business."

CXO, Global Software Company

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**Co-Created Experiences Produce Superior Outcomes** Co-creation across the customer journey with key internal and external stakeholders results in higher satisfaction and loyalty.

**Internal Customer Experience Councils Are A Co-Creation Method** Removing barriers between internal orgs and silos is accelerated by creating an internal working groups focused on key experiences. These councils become internal advisory boards.

**Co-Ownership Drives Collaboration** Co-creation, shared outcomes and shared accountability create functional collaboration rather than functional silos. Call deflection is now co-owned by product and support in leading organizations as a tool to create shared pain and shared progress.



A deep dive into these findings can be found beginning on slide 24





# Reaching The New Customer

Incumbent vendors have the advantage while the economic outlook remains uncertain. To capitalize on this market opportunity, organizations are investing in programs to understand and to access new executive buyers and influencers within key accounts. Trust becomes a key retention lever and an opportunity to sell across the portfolio.

- **Insight:** 3 Levers for Building Trust In the Current Climate
- **Strategy:** Now Is The Time To Go Narrow and Deep
- **Tactic:** Connect the Voice of The Customer



# Insight: New Levers of Trust



## Business Viability

Vendor viability and sustainability across the entire value chain is top of mind.



Consolidation is coming. A resilient value chain is a competitive advantage.

.....

Sell On Viability



## Focus On Outcomes

Decision Makers demand to go beyond ROI and want to quantify the outcomes investments will deliver.



Selling and supporting customers based on outcomes is a key differentiator in the current climate.

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Shift to outcome based selling.



## Familiarity Wins

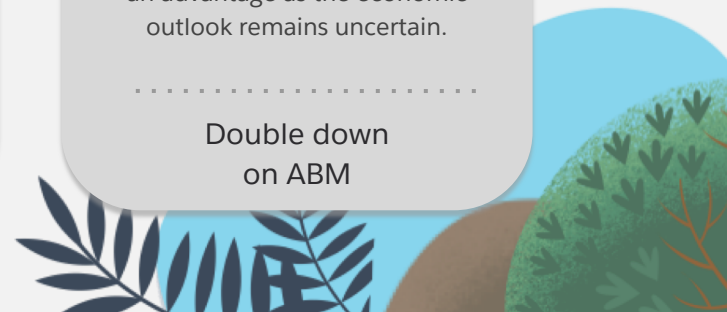
Brand awareness and buy-in to outcomes via better integrations from a single, trusted vendor is preferred.



Trusted, incumbent vendors are at an advantage as the economic outlook remains uncertain.

.....

Double down on ABM



# Strategy: Narrow and Deep



*“Not all of our customers are affected in the same way. Some are thriving, while others are struggling. So we shifted to focus on going deeper within those accounts who are thriving.”*

*CXO, Global SaaS Provider*

## Strategy: Serve Fewer Customers Better

Instead of trying to be all things to all people, focus. What core products and services are most profitable? Who can we serve best? Who has the greatest CLV potential?



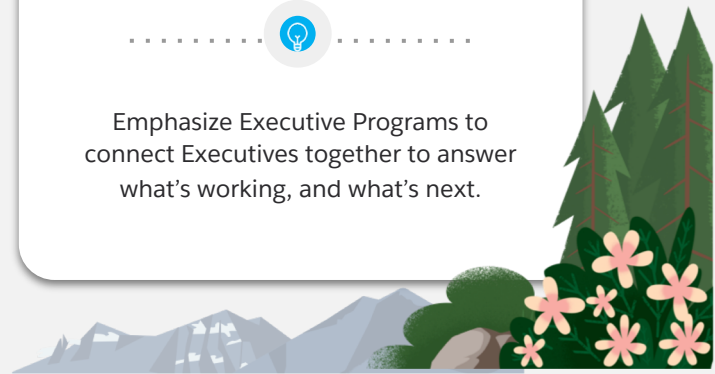
Shift to focus on customers with greatest CLV. Invite customers to an Executive Briefing to discuss the advantages of a consolidated vendor strategy.

## Marketing: Greater Reliance on Executive Programs

*Constrained budgets result in more decision makers. Access new executives with thought leadership designed to differentiate, especially with unfamiliar CXO's and Line of Business leaders.*



Emphasize Executive Programs to connect Executives together to answer what's working, and what's next.



# Tactic: Connect The Voice Of The Customer



➡ **How Many Voices Do You Have?** Does your business know how many different voices they have? How many owners are there? How do they share insights and discoveries?

➡ **Do you have shared personas?** Does your business have a shared set of personas across your entire organization? How are the personas proliferated throughout your organization? How frequently are personas refreshed?



# The shift to become Outcome Centric

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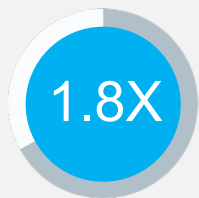
The shift to outcomes was the most pervasive theme in our research. Outcome orientation affects every aspect of how an organization goes to market: from products to pricing to programs. Creating alignment around shared expectations and outcomes drives shared value and results and create a catalyst to transform company culture.

- **Insight:** The New Customer Success Equation
- **Strategy:** The Journey to an Outcome Organization
- **Strategy:** Outcomes fuel the shift from product to customer centricity .



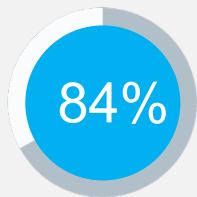


# Insight: The new pathway to Customer Success



## Employee Experience Drives Growth

Companies who focus on Employee Experience deliver 1.8X higher growth than those who don't. -Forbes



## Business Buyers Agree

84% of B2B buyers say they are more likely to buy from a company that demonstrates an understanding of their business goals and outcomes. - 2019 State of The Connected Customer



## The New Customer Success Equation

$$CS = EX + (CO / cx)$$

### Employee Experience: EX

Employee Experience must be measured in conjunction with customer outcomes, as they are correlated. Organizations that excel at EX deliver 1.8X more growth than those who do not, according to a new Forbes study.

### Customer Outcomes: CO

Outcomes are weighted more heavily than experiences and are stronger drivers of customer loyalty.

### Customer Experience: CX

Customer will tolerate experiences with friction if outcomes are realized.

# Insight: Outcome Focus Drives Digital Transformation

CEO's are shifting their digital transformation priorities and portfolios according to the KMPG CEO Outlook 2020 study. CEO's are investing in:

- The digitization of operations and the creation of a next-generation operating model (74%)
- The creation of new digital business models and revenue streams (70%)
- The creation of a seamless digital customer experience (73%)



" Now that we can deliver outcomes efficiently, it allows us to open up new business models such as having an Freemium Enterprise Software offering."

*CXO, SaaS Provider*

# Strategy: The Climb To Elevated Metrics



## Enter with Usage Based Metrics

*Business units uniquely own these metrics.*

Product adoption, product usage, call deflection, portfolio penetration.



## Evolve To Experience Metrics

*Refreshed metrics are co-owned across business units, creating shared accountability.*

Metrics to measure the experience become focus: NPS, CSAT, Customer Effort Score (CES), Account level experience metrics.



## Elevate To Outcome Metrics

*Outcome metrics are co-created and co-created across the entire organization.*

Time to Value (TTV) replaces NPS as North Star.

Progress to measure TTV by persona. Align outcomes with customer maturity stage.

➡ **Can You Leapfrog To Outcomes?** Many of the companies we interviewed have been on this journey for 6+ years. What would happen if your organization started with outcome metrics? ,



## Getting Granular

# Time To Value

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Time to Value (TTV) is a standard Customer Success metric for many organizations. What's changed is the level of importance customers now place on TTV and how organizations are investing to accelerate TTV..

• **Strategy:** The Pathway To Accelerate TTV

• **Tactic:** The Rise of the Customer Success Planner (CSP)

• **Tactic:** Better Business Reviews





# Strategy: The Pathway To Accelerate TTV

## Stage 1

### Deep Listening:

Identify the key personas you are selling to and their key goals.

Listen for their key influence triggers and key moments of truth.

## Stage 2

### Journey Mapping:

Map out the journey for each persona..

Describe what each persona is thinking, feeling, and doing in each moment.

Share the mpas..

## Stage 3

### Reduce Friction:

Reduce and remove barriers to achieving outcomes.

EX: If integration is needed, invest in pre-built connections as a way to reduce time investment required.

## Stage 4

### Create Guides:

With the pathways understood and optimized, now create guides to align internal and external teams.

Progress past the account level to persona level guides.

## Stage 5

### Set Milestones:

Work backwards to identify the milestones needed to achieve larger outcomes.

These milestones become small wins showing progress on the way to accelerate TTV.

## Stage 6

### Provide Choice:

Articulate the implications of each possible pathway to customers.

Provide benchmarks to quantify time, effort and resources required for each pathway.

## Tactic: The Rise of the Customer Success Planner

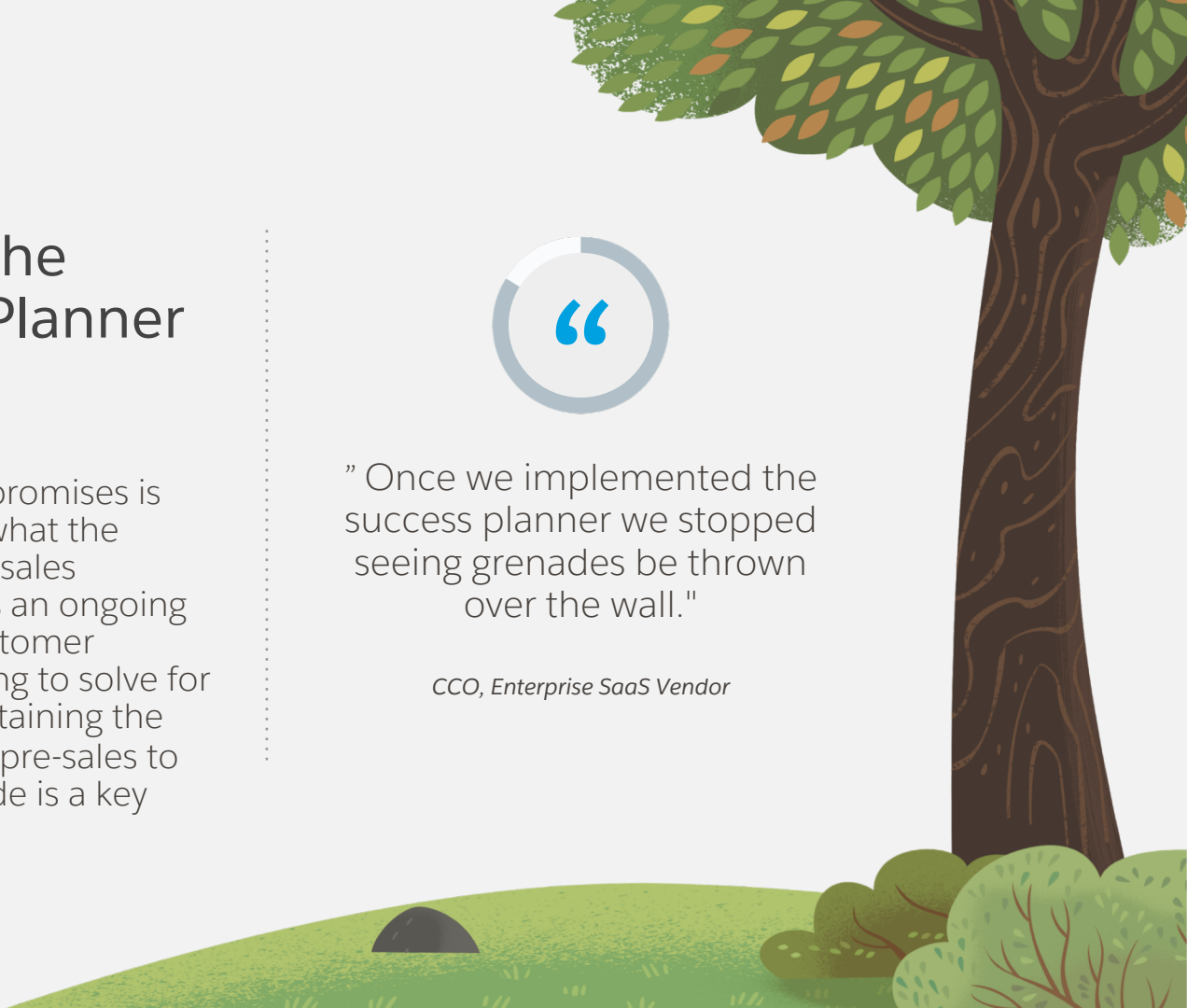
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What happens when what sales promises is not what the customer hears or what the partner delivers? Translating pre-sales promises into post-sales results is an ongoing conundrum. A new role, the Customer Success Planner (CSP), is emerging to solve for this challenge. Tasked with maintaining the relationship and accountable for pre-sales to post-sales success, this go-to-guide is a key differentiator.



” Once we implemented the success planner we stopped seeing grenades be thrown over the wall.”

*CCO, Enterprise SaaS Vendor*





# Tactic: A Better Business Review

Quarterly Business Review historically bring companies and customers together for relationship health checks. TTV and outcomes are driving a refreshed business review cadence and conversation.

Progressive organizations align reviews with customer journeys and outcomes rather than to calendar cadence. Extended presentations are protracted to express checks on a single page with alerts for achievements and risks.

Improved transparency and visibility results in greater alignment.

## Traditional BR

Long Presentation

Usage Reports

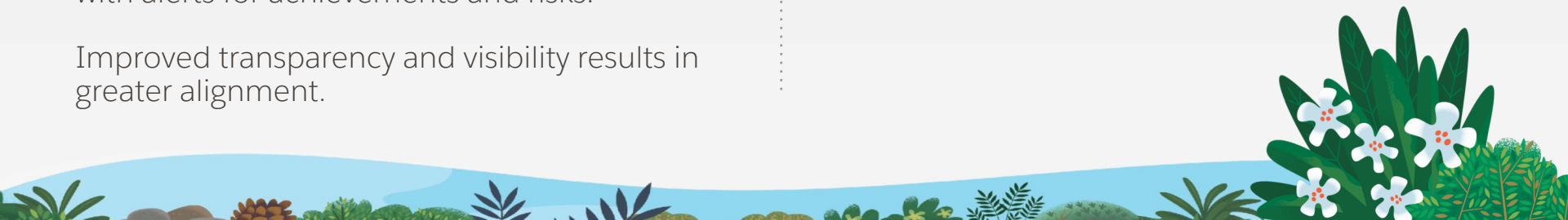
Quarterly Adoption Review

## Progressive BR

One Page Document

Success Plans

Monthly Outcome  
Progress Review





# Moving from Pyramids to Circles

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As organizations aspire to get closer to their customers, outcomes create a catalyst to reshape organizations and their operating structures. Migration from silo's to dynamic teams requires a common operating language. And experience research and design climbs the list of priorities as a tool to identify and eliminate blind spots.

**Strategy:** 6 Keys to  
Align Teams Around  
Customer Outcomes

**Tactic:** Agile isn't  
optional anymore

**Tactic:** People Before  
Process - Human  
Centered Design







# Strategy: 6 Keys to Align Teams Around Customer Outcomes

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1

## Full Executive Support

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Visible, vocal executive support is required to start and to sustain an organizational transformation. . Experience executives must have an influential seat at the table and be more than a "Paper Tiger".

2

## Co-Owned Metrics

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Shared outcomes gives way to shared success. Teams feel greater ownership and influence over metrics they help to create. Engage IT to help automate metrics.

3

## Empower Employees

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Employees must see a correlation between effort, expectations, and results. For example, a call center employee should be able to clearly linked metrics on which they are measured to their performance ratings, rewards, and recognition..

4

## One Voice of the Customer

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Create one Voice of the Customer for the entire enterprise. Leverage technology to make it easy to integrate multiple data sources, translate data to insights, and to prescribe next best actions.

5

## Create An Internal Council

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Create an internal, cross functional council comprised of senior leaders who will guide alignment, accountability, and collaboration across departments.

6

## Embrace The Journey

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Deconstruct the journey into a series of mini-milestones. Celebrate success when each milestone achieved to keep employees engaged and motivated to traverse the multi-year journey ahead.



# Tactic: Agile Isn't Optional

1

## Create A Common Language

Agile has a fatal flaw. If Agile isn't standardized across the organization, it creates more chaos than clarity. Centralize frameworks, timelines, and languages.

2

## Create Commitment

Agile experts can help create consistency and commitment to implement a consistent Agile language and approach.

3

## Create Competitive Advantage

Organizations that embrace Agile pivot their business models, work flows, and products more quickly. Experience executives identify Agile as a competitive differentiator.



## Six Times Faster Production Cycles

"We were able to shorten our time to production from 6 months down to 30 days with Agile"

*CCO, Business Service Firm*



# Tactic: People Before Process

## Experience Design Is A Mission Critical Skill

Each moment must be designed, not just your products. User Experience (UX) is core to product teams and now must be extended to design the customer journey with the same rigor.

## Guides for Both Hard and Soft Experiences

Your design guides should address both hard and soft experiences. Hard experiences are the look, feel, and function of your product. Soft experiences are about the journey, effort, and ultimate outcomes achieved.



“Ultimately, product related support cases are often product design / user experience design failures in disguise.”

*CCO, Financial Services Firm*



# Embrace Co-Creation

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Companies and customers feel greater ownership of what they help to create. From outcomes to teaming, co-creation is now the stealthy strategy to create greater buy-in, experiences, and results. Co-creation is a skill organizations are starting to teach.

● **Insights:** Collaborate Across the Customer Journey

● **Strategy:** Move at the Speed of Relevance

● **Tactic:** Co-Create Customer Outcomes



# Insights: Collaboration Across the Customer Journey

Future of Customer Experience • Co-Creation

Awareness

Consideration

Purchase

Support

Advocacy

Internal

Marketing / Comms - Strategy

IT - Infrastructure

Customer Success - Insights

Product Teams - Profit

UX/UI – Efficiency

External

Fans

Advocates

Other Stake Holders

Partners

Customers

Outcomes

Co-Created Content

Customer Reviews  
Communities  
Workshops  
Innovation Teams

Outcome Based  
Innovation Teams  
Co-Created Product  
Employee Experience

Communities  
User Groups

User Groups  
Communities  
Challenges



# Tactic: Co-Create Customer Outcomes

**Start early.** Create a working document of goals and desired outcomes early in the sales cycle.

**Design Pathways.** Articulate the implications of each pathway including time, effort, and resources required to realize a range of possible outcomes.

**Create Choice.** Give customers the flexibility to choose their preferred outcomes and paths.

**Be Accountable.** Using a shared document/software to track tasks, owners, and progress.

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"Alignment with customers comes from the co-creation of outcomes, which begins with the act of writing them down together, and making them the steel thread that binds the relationship over time. These outcomes then become the basis for shared accountability, and the burden of proof for renewing the relationship."

*Jake Sorofman, President MetaCX*

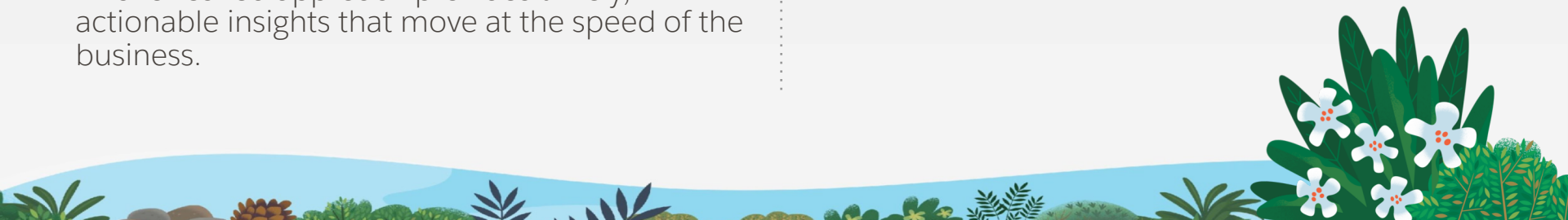
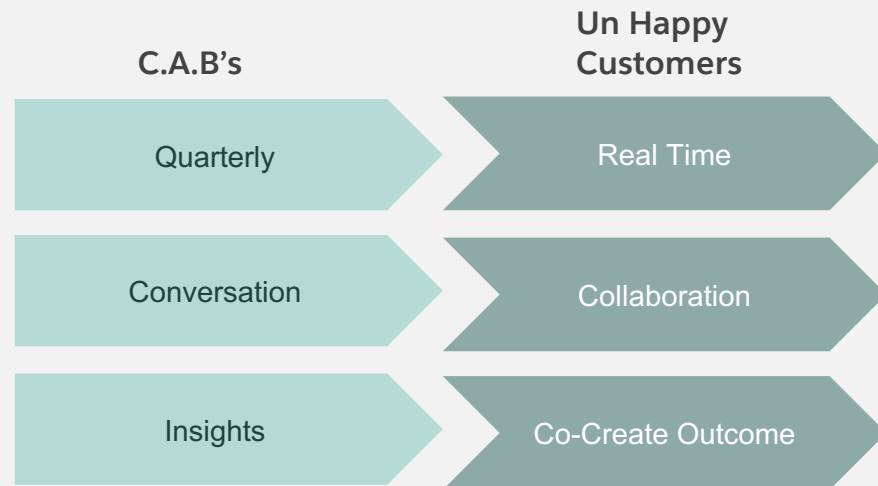


# Tactic: Move At The Speed of Relevance

Customer Advisory Boards create collaboration, however fail to provide critical insights in real time.

The solution is to embrace unhappy customers as real-time feedback sources, co-creators, and innovation partners. “Unhappy customers are happy to innovate with us to co-create a better solution,” one Experience Executive reveals.

This refreshed approach provides timely, actionable insights that move at the speed of the business.



## FURTHER READING

### Research/Articles



Talent and corporate responsibility top list of CEO concerns in the wake of the COVID-19 crisis

[Amy Greenshields, Aug 25 2020](#) [view](#) →



CEO's Curbed Confidence Spells caution

[22nd Annual CEO Survey](#) [view](#) →



The Experience Equation: How Happy Employees and Customers Accelerate Growth

[Tiffani Bova 2020](#) [view](#) →



The State of the Connected Customer 2020 – Salesforce

[SOCC OCT 2020](#) [view](#) →



How We Decreased Time to Value At Gainsight By 66%

[Ashvin vaidyanathan](#) [Sep 21 2020](#) [view](#) →

### Books



Listen Up: How to Tune In to Customers and Turn Down the Noise

[Karen Mangia, Wiley 2020](#) [view](#) →



Context Marketing Revolution: How to break through and motivate buyers in the age of infinite media

[Mathew Sweezey, HBR 2020](#) [view](#) →

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**Thank  
You**